DEPARTMENT OF THE ARMY
OFFICE OF THE ASSISTANT SECRETARY OF THE ARMY
ACQUISITION LOGISTICS AND TECHNOLOGY
103 ARMY PENTAGON
WASHINGTON DC 20310-0103

JUL 2 4 2006

SFCA-ZA   **S: Extended until 25 August 2006**

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Fiscal Year 2007 (FY07), Department of the Army (DA) Contracting
            Operations Review (COR) Guidance

In accordance with the Army Federal Acquisition Regulation Supplement (AFARS), Appendix CC, all levels of management are responsible to review, assess, analyze, and improve procurement operations and management for effectiveness and efficiency. This memorandum provides direction on how to implement the AFARS guidance using the FY07, Army Contracting Operations Review (COR) Program, formerly referred to as the Army, Procurement Management Assistance Program (PMAP).

The COR Program is my tool for assessing the health of the Army contracting establishment. It evolves continuously in order to keep pace with our changing business environment and to alert me to potential contract risks. In this regard, the FY07, COR Program will continue its evolutionary improvement to include an Army level review of the senior contracting office within each Army acquisition Major Army Command (MACOM). This MACOM review is in addition to the contracting activity reviews already established by my FY06 Direction. The FY07 Program consists of six salient features:

1. A team of contracting professionals from across the U.S. Army will each year review approximately half of the Army acquisition MACOM, senior contracting offices (Enclosure 1 is a by year list) using the seven criteria provided at Enclosure 2. These criteria are in the form of questions that are intended to stimulate quality improvement in a collaborative manner while aligning our organizations' processes with their strategic goals. These criteria are consistent with the Army's Performance Improvement Criteria (APIC), the Malcolm Baldrige Criteria, and have been demonstrated to help complex organizations such as ours to plan for continuous improvement in an uncertain environment. I envision these senior level reviews to work as follows:

a. Prior to arrival of the COR team for a review, the MACOM Headquarters Contracting Office will conduct a "self-assessment" answering all the questions provided in the tool kit at Enclosure 2.

b. The Army COR team will then follow-up with a detailed review of the self-assessment and several additional key contracting processes that are of special interest to me (Enclosure 3). Similar to the current Army field level reviews, these MACOM

reviews will last one week and culminate Friday morning with a final briefing, which will be presented to the organization's key leaders and myself, highlighting significant observations/findings both good and bad. This year (FY07), my office along with the U.S. Army Contracting Agency, the U.S. Army Corps of Engineers, U.S. Army Materiel Command, and the U.S. Army National Guard Bureau will be reviewed.

     c. **Each MACOM is responsible for funding the travel of this seven member team to their site and to also provide volunteer professionals as requested to assist with the reviews of other MACOMs** as appropriate (see Enclosure 4 for planned volunteer requests). The volunteers must be DAWIA Level III contracting professionals that are highly experienced (GS-13 grade level or higher), preferably upwardly mobile GS-14s or 15s, and capable of synthesizing the results of strategic planning material. The criteria used by the reviewers are extremely complex and will involve not only an in-depth understanding of contracting fundamentals, but the individual must also be familiar with organizational leadership initiatives. This is a truly unique opportunity to train your future leaders while gaining their insights from the exposure they will get from other equally sophisticated contracting MACOMs.

     2. In order to confirm the contracting processes you identified during the MACOM level review, my Army COR Program Manager will lead your COR team on one field, site-visit (referred to as an "assist visit"). You will receive full credit for the review as it will be your team conducting the review, only with my Program Manager as the lead. The review will involve the prescribed <u>contracting office</u>, Areas of Interests (Enclosure 5) and any others that you may have previously selected to supplement. Through this process of assist visits, I am intending to standardize Army COR assessments in order to better understand and track the state of contracting within the Army. The assist visit process is more fully explained below.

     a. Continue to execute your COR Program evaluations of subordinate contracting offices using the "Areas of Interest" toolkits previously provided in my FY06 guidance and as amended in this guidance (Enclosure 5) to include the two new additions – Contract Administration and Acquisition Strategies. These COR reviews at the activity or field level will also continue to be evaluated using the metrics provided by the Army over the last two years (see Enclosure 6). Again, you are free to supplement the Army's contracting office or field level "Areas of Interest" as you feel necessary, without eliminating any of the Army prescribed areas of interest.

     b. The level of Army participation on these assist visits will normally be limited to my Program Manager. However, Army involvement may be increased if the Program Manager decides that additional assistance is required.

Volunteers to support the visit will then be requested from the other MACOMs as indicated at Enclosure 4. The Army level COR participation will not add any additional cost to the MACOM or organization being inspected.

      c. A copy of all COR reports and compendiums will be provided to my COR Program Manager as they are complete; this includes your internal reports as well. These reports/compendiums will eventually be posted to a restricted website as it becomes available. Your documents will be restricted to your Command and Army COR Program personnel.

      3. On occasion, I may direct additional site visits to be performed. These visits will normally be conducted as a result of a request by the organization's commander or may be performed when in the best interest of the Army. They will not cost the selected MACOM or contracting office anything and will be conducted with a full team of seven members from the other MACOMs per Enclosure 4. The areas of interest to be reviewed will be specifically tailored to meet the situation.

      4. The COR Program is critical to our contracting success, I, therefore, intend to continue my participation in the final out-briefs of the Army MACOM reviews and assist visits, either through personal attendance, video teleconference, or by sending a senior representative from my staff to attend when I am not available. I am particularly interested in learning what problems the COR teams are finding and what trends are emerging as a result of these reviews.

      5. A final Summary Health Report will be issued from my office toward the end of the fiscal year summarizing contracting trends identified over the year and offering observations from the COR teams that may serve to benefit the Army contracting community as a whole. The intent of this report is to summarize the health of the contracting establishment across the Army and to also share information that may be helpful to the contracting staff in their future efforts. It is not intended to single out a particular contracting activity's performance unless that organization's performance is particularly noteworthy. The Summary Health Report will entail more information than what is currently obtained from COR site visits.

      6. The last tenant of my COR Program is enhanced assistance. While the details of this aspect of the program are still being fleshed out, I envision that in addition to the reviews and various Areas of Interest, we will have a website, similar to the Defense Acquisition University's Community of Practice, where we can share good ideas, lessons learned, and information on new business initiatives amongst ourselves.

We will collect the results from our reviews in a single, electronic repository where they can be studied and later used for benchmarks. This will be a virtual location where we work together in a non-threatening manner to make the entire Army contracting organization better.

I realize there are still a great number of details that need to be worked out to make this program a complete success and some changes will be necessary throughout the year, such as scheduling my assist visits to coincide with your internal schedules. Therefore, **please provide my Program Manager the names of your principal Points of Contact (POC), the names of people you are proposing to assist with other MACOM reviews (same number of names as identified at Enclosure 4), and a complete listing of your FY07 COR reviews, NLT July 15, 2006.** Your POCs should be individuals that work the program on your behalf and in whom you have full confidence.

In summary, this FY07 guidance significantly increases the effectiveness of the COR Program by collaboratively emphasizing the headquarters processes that align our organizations' strategic plans with those that create quality contracts. It builds on last years COR Program by confirming those processes through hands-on contract reviews in a manner that will be sustainable. Finally, this guidance sets in motion my plan for the COR Program to meaningfully assist the Army contracting staff by offering easier access to the information they need, a truly unique and beneficial training opportunity, and access by contracting leaders to benchmarks, so they can quickly learn from others' smart ideas and progress.

My Point of Contact/Program Manager is Mr. Martin R. Tillman. He can be reached at (703) 681-7559 or martin.tillman@hqda.army.mil.

E. Ballard
Deputy Assistant Secretary of the Army
(Policy and Procurement)

Enclosures

DISTRIBUTION:
COMMANDER, U.S. ARMY MATERIEL COMMAND (ATTN: MR. JEFFREY
    PARSONS, AMCCP)
DIRECTOR, U.S. ARMY CONTRACTING AGENCY (ATTN: MS. SANDRA O.
    SIEBER, SFCA)
COMMANDER, U.S. ARMY CORPS OF ENGINEERS (ATTN: MS. SANDRA
    RILEY, CEPR-ZA)
COMMANDER, U.S. ARMY INTELLIGENCE AND SECURITY COMMAND
    (ATTN: KRISTINA JENSEN, IAPC)
COMMANDER, U.S. ARMY NATIONAL GUARD BUREAU
    (ATTN: DR. THOMAS KENNEDY, NGB-ZC-PARC)
COMMANDER, U.S. ARMY MEDICAL COMMAND (ATTN: LTC EARLE SMITH,
    MCAA)
COMMANDER, U.S. ARMY SURFACE DEPLOYMENT AND DISTRIBUTION
    COMMAND (ATTN: MR. FRANK GIORDANO, SDDC-SDAQ)
COMMANDER, U.S. ARMY SPACE AND MISSILE DEFENSE COMMAND
    (ATTN: MR. MARK LUMER, SMDC-CM)
ALL PRINCIPAL ASSISTANTS RESPONSIBLE FOR CONTRACTING

Contracting Operations Review
FY 07 Schedule Concept

#	MACOMs	FY 04	FY 05	FY 06	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	FY 13
	DASA (P&P)				X		X		X		X
1	U.S. ARMY CONTRACTING AGENCY (Including CCE)	X	X	X	X		X		X		X
2	U.S. ARMY INTELLIGENCE & SECURITY COMMAND PARC			X		X		X		X	
3	U.S. ARMY MEDICAL COMMAND PARC			X		X		X		X	
4	U.S. ARMY CORPS OF ENGINEERS PARC		D	X	X		X		X		X
5	U.S. ARMY MATERIEL COMMAND		X	X	X		X		X		X
6	US ARMY MILITARY SDDC PARC			X		X		X		X	
7	US ARMY SMDC PARC			X		X		X		X	
8	NATIONAL GUARD BUREAU PARC	X			X		X		X		X
	Total Number of Site Visits (NOT including 5 Directed Visits)	4	12	14	9	8	9	8	9	8	9
	Total Number of MACOMs	2	3	7	4	4	4	4	4	4	4

Army Contracting Operations Review

MACOM Level Contract Operations Review

Toolkits

TOOLKIT CONTENTS:

1. Leadership
2. Strategic Planning
3. Customer and Market Focus
4. Measurement, Analysis, and
    Knowledge Management
5. Human Resource Focus
6. Process Management
7. Results

1

Enclosure 2

Army Areas of Interest - LEADERSHIP

1. How do senior leaders set the organizational vision and values?

_____

_____

2. How do senior leaders deploy the organization's vision and values through the leadership system (to all employees, to key suppliers and partners, and to customers and other stakeholders)?

_____

_____

3. How do their personal actions reflect a commitment to the organizations values?

_____

_____

4. How do senior leaders promote an environment that fosters and requires legal and ethical behavior?

_____

_____

5. How do senior leaders create a sustainable organization?

_____

_____

6. How do senior leaders create an environment for performance improvement, accomplishment of the mission and strategic objectives, innovation, and organizational agility?

7. How do the senior leaders create an environment for organizational and employee learning?

8. How do the senior leaders personally participate in succession planning and the development of future organizational leaders?

9. How do senior leaders communicate with, empower, and motivate all employees throughout the organization?

10. How do senior leaders encourage frank, two-way communication through out the organization?

11. How do senior leaders take an active role in employee reward and recognition to reinforce high performance and a customer and business focus?

12. How do senior leaders create a focus on action to accomplish the organization's objectives, improve performance, and attain the vision?

_____

_____

13. How do senior leaders include a focus on creating and balancing value for customers and other stakeholders in their organizational performance expectations?

_____

_____

14. How does your organization address the following key factors in your governance system:

- accountability for management's actions
- fiscal accountability
- transparency in operations

_____

_____

_____

15. How do senior leaders use these performance reviews to improve both their personal leadership effectiveness and that of their subordinate leaders?

_____

_____

16. How do you anticipate public concerns with current and future products, services, and operations?

_____

_____

17. What are your key compliance processes, measures, and goals for achieving and surpassing regulatory and legal requirements, as appropriate?

_____

_____

18. What are your key processes, measures, and goals for addressing risks associated with your products, services, and operations?

_____

_____

19. How does your organization promote and ensure ethical behavior in all your interactions?

_____

_____

20. What are your key processes and measures or indicators for enabling and monitoring ethical behavior in your governance structure, throughout your organization, and in interactions with customers, partners, and other stakeholders?

_____

_____

21.   How do you monitor and respond to breaches of ethical behavior?

_____

_____

22.   How does your organization actively support and strengthen your key communities?

_____

_____

23.   How do you identify key communities and determine areas of emphasis for organizational involvement and support?

_____

_____

24.   What are your key communities?

_____

_____

25.   How do your senior leaders and your employees contribute to improving these communities?

_____

_____

Army Areas of Interest – STRATEGIC PLANNING

1. How does your organization conduct its strategic planning?

_____

_____

2. What are the key process steps?

_____

_____

3. Who are the key participants?

_____

_____

4. How does your process identify potential blind spots?

_____

_____

5. What are your short-and longer-term planning time horizons?

_____

_____

6. How are these time horizons set?

_____

_____

7. How does your strategic planning process address these time horizons?

_____

_____

8. How do you ensure that strategic planning addresses the key factors listed below (question 9)?

_____

_____

9. How do you collect and analyze relevant data and information pertaining to these factors as part of your strategic planning process:

- Your organization's strengths, weaknesses, opportunities, and threats

- Early indications of major shifts in technology, markets, competition, or the regulatory environment

- Long-term organizational sustainability and continuity in emergencies

- Your ability to execute the strategic plan

_____

_____

_____

10. What are your key strategic objectives and your timetable for accomplishing them?

_____

_____

11.   What are your most important goals for these strategic objectives?

_____

_____

12.   How do you ensure that your strategic objectives balance short-and longer-term challenges and opportunities?

_____

_____

13.   How do you ensure that your strategic objectives balance the needs of all key stakeholders?

_____

_____

14.   How do you develop and deploy action plans to achieve your key strategic objectives?

_____

_____

15.   How do you allocate resources to ensure accomplishment of your action plans?

_____

_____

16.   How do you ensure that the key changes resulting from your action plans can be sustained?

_____

_____

17. How do you establish and deploy modified action plans if circumstances require a shift in plans and rapid execution of new plans?

_____

_____

18. What are your key short- and longer-term action plans?

_____

_____

19. What are the key changes, if any, in your products and services and your customers and markets, and how will you operate?

_____

_____

20. What are your key human resource plans that derive from your short and longer term strategic objectives and action plans?

_____

_____

21. What are your key performance measures or indicators for tracking progress on your action plans?

_____

_____

22. How do you ensure that your overall action plan measurement system reinforces organizational alignment?

_____

_____

23.   For the key performance measures or indicators, what are your performance projections for both your short-and longer-term planning time horizons?

_____

_____

24.   How does your projected performance compare with the projected performance of your competitors or comparable organizations?

_____

_____

25.   How does it compare with key benchmarks, goals, and past performance, as appropriate?

_____

_____

26.   If there are current or projected gaps in performance against your competitors or comparable organization, how will you address them?

_____

_____

Army Areas of Interest – CUSTOMER & MARKET FOCUS

1. How do you identify customers, customer groups, and market segments?

_____

_____

2. How do you determine which customers, customer groups, and market segments to pursue for current and future products and services?

_____

_____

3. How do you include customers and competitors and other potential customers and markets in this determination?

_____

_____

4. How do you listen and learn to determine key customer requirements, needs, and changing expectations (including product and service features) and their relative importance to your customer's purchasing or relationship decisions?

_____

_____

5. How do your determination methods vary for different customers or customer groups?

_____

_____

6. How do you use relevant information and feedback from current and former customers, customer loyalty and retention data, and complaint data for

purposes of planning products and services, making process improvements, and developing new business opportunities?

_____

_____

7.   How do you use this information and feedback to become more customer-focused and to better satisfy customer needs and desires?

_____

_____

8.   How do you keep your listening and learning methods current with business needs and directions?

_____

_____

9.   How do you build relationships and grow customer satisfaction and loyalty?

_____

_____

10.   How do you enable customers to seek information, conduct business and make complaints?

_____

_____

11.   How do you determine key customer contact requirements for each mode of customer access?

12. How do you ensure that these contact requirements are deployed to all people and processes involved in the customer response chain?

13. How do you manage customer complaints?

14. How do you ensure that complaints are resolved effectively and promptly?

15. How do you minimize customer dissatisfaction?

16. How are complaints aggregated and analyzed for use in improvement throughout your organization?

17. How do you keep your approaches to building relationships and providing customer access current with business needs and directions?

18. How do you determine customer satisfaction, dissatisfaction, and loyalty?

_____

_____

19. How do these determination methods differ among customer groups?

_____

_____

20. How do you ensure that your measurements capture actionable information for use in securing your customers' future business and gaining positive referrals, as appropriate?

_____

_____

21. How do you use customer satisfaction and dissatisfaction information for improvement?

_____

_____

22. How do you follow up with customers on the quality of products, services and transactions to receive prompt and actionable feedback?

_____

_____

23. How do you obtain and use information on our customers' satisfaction relative to their satisfaction with your competitors, other organizations providing similar products or services, and /or industry benchmarks?

24. How do you keep your approaches to determining satisfaction current with business needs and directions?

1.   How do you select, collect, align, and integrate data and information for tracking daily operations and for tracking overall organizational performance, including progress relative to strategic objectives and action plans?

_____

_____

2.   What are your key organizational performance measures?

_____

_____

3.   How do you use these data and information to support organizational decision making and innovation?

_____

_____

4.   How do you select and ensure the effective use of key comparative data and information to support operational and strategic decision making and innovation?

_____

_____

5.   How do you keep your performance measurement system current with business needs and directions?

_____

_____

6. How do you ensure that your performance measurement system is sensitive to rapid or unexpected organizational or external changes?

_____

_____

7. How do you review organizational performance and capabilities?

_____

_____

8. How do your senior leaders participate in these reviews?

_____

_____

9. What analyses do you perform to support these reviews and to ensure that conclusions are valid?

_____

_____

10. How do you use these reviews to assess organizational success, competitive performance, and progress relative to strategic objectives and action plans?

_____

_____

11. How do you use these reviews to assess your organization's ability to rapidly respond to changing organizational needs and challenges in your operating environment?

12. How do you translate organizational performance review findings into priorities for continuous and breakthrough improvement and into opportunities for innovation?

_____

_____

13. How are these priorities and opportunities deployed to work group-and functional-level operations throughout your organization to enable effective support for their decision making?

_____

_____

14. How do you make needed data and information available?

_____

_____

15. How do you make them accessible to employees, collaborators, and customers, as appropriate?

_____

_____

16. How do you ensure that hardware and software are reliable, secure, and user-friendly?

_____

_____

17.   How do you ensure the continued availability of data and information, including the availability of hardware and software systems, in the event of an emergency?

_____

_____

18.   How do you keep your data and information availability mechanisms, including your software and hardware systems, current with business needs and directions and with technological changes in your operating environment?

_____

_____

19.   How do you manage organizational knowledge to accomplish the following:

   • The collection and transfer of employee knowledge

   • The transfer of relevant knowledge from and to customers, suppliers, partners, and collaborators

   • The rapid identification, sharing, and implementation of best practices

_____

_____

_____

20.   How do you ensure the following properties of your data, information, and organizational knowledge:

   • Accuracy

- Integrity and reliability

- Timeliness

- Security and confidentiality

Army Areas of Interest – HUMAN RESOURCE FOCUS

1.   How do you organize and manage work and jobs, including skills, to promote cooperation, initiative, empowerment, innovation, and your organizational culture?

_____

_____

2.   How do you organize and manage work and jobs, including skills to achieve the agility to keep current with business needs and to achieve your action plans?

_____

_____

3.   How do your work systems capitalize on the diverse ideas, cultures, and thinking of your employees and the communities with which you interact (your employee hiring and your customer communities)?

_____

_____

4.   How do you achieve effective communication and skill sharing across work units, jobs, and locations?

_____

_____

5.   How does your employee performance management system, including feedback to employees, support high-performance work and contribute to the achievement of your action plans?

_____

_____

6.   How does your employee performance management system support a customer and business focus?

_____

_____

7.   How do your compensation, recognition, and related reward and incentive practices reinforce high-performance work and a customer and business focus?

_____

_____

8.   How do you identify characteristics and skills needed by potential employees?

_____

_____

9.   How do you recruit, hire, and retain new employees?

_____

_____

10.   How do you ensure employees represent the diverse ideas, culture, and thinking of your hiring community?

11.   How does employee education and training contribute to the achievement of your action plans?

_____

_____

12.   How does your employee education, training, and development address your key needs associated with organizational performance measurement, performance improvement, and technological change?

_____

_____

13.   How does your education and training approach balance short- and longer-term organizational objectives with employee needs for development, ongoing learning, and career progression?

_____

_____

14.   How do employee education, training, and development address your key organizational needs associated with employee, workplace and environmental safety?

_____

_____

15.   How do you seek and use input from employees, supervisors, and managers on education, training, and development needs?

16. How do you incorporate your organizational learning and knowledge assets into your education and training?

_____

17. How do you deliver education and training?

_____

18. How do you seek and use input from employees, their supervisors, and their managers in determining your delivery approaches?

_____

19. How do you use both formal and informal delivery approaches, including mentoring and other approaches, as appropriate?

_____

20. How do you reinforce the use of new knowledge and skills on the job and retain this knowledge for long-term organization use?

_____

21. How do you systematically transfer knowledge from departing or retiring employees?

22. How do you evaluate the effectiveness of education and training, taking into account individual and organizational performance?

_____

_____

23. How do you motivate employees to develop and utilize their full potential?

_____

_____

24. How does your organization use formal and informal mechanisms to help employees attain job-and career-related development and learning objectives?

_____

_____

25. How do managers and supervisors help employees attain job- and career-related development and learning objectives?

_____

_____

26. How do you ensure and improve workplace health, safety, security, and ergonomics in a proactive manner?

_____

_____

27. How do employees take part in these improvement efforts?

_____

_____

28. What are your performance measures or improvement goals for each of these key workplace factors (from question 26)?

_____

_____

29. What are the significant differences in these workplace factors and performance measures or targets if different employee groups and work units have different work environments?

_____

_____

30. How do you ensure workplace preparedness for disasters or emergencies?

_____

_____

31. How do you determine the key factors that affect employee well-being, satisfaction, and motivation?

_____

_____

32. How are these factors segmented for a diverse workforce and for different categories and types of employees?

33.   What formal and informal assessment methods and measures do you use to determine employee well-being, satisfaction, and motivation?

34.   How do these methods and measures differ across a diverse workforce and different categories and types of employees?

35.   How do you use other indicators, such as employee retention, absenteeism, grievances, safety, and productivity, to assess and improve employee well-being, satisfaction, and motivation?

36.   How do you relate assessment findings to key business results to identify priorities for improving the work environment and employee support climate?

Army Areas of Interest – PROCESS MANAGEMENT

1. How does your organization determine its key value creation process?

_____

_____

2. What are your organization's key product, service, and business processes for creating or adding value?

_____

_____

3. How do these processes contribute to sustainability and organizational success, as appropriate?

_____

_____

4. How do you determine key value creation process requirements, incorporating input from customers, suppliers, partners, and collaborators, as appropriate?

_____

_____

5. How do you design these processes to meet all the key requirements?

_____

_____

6. How do you incorporate new technology, organizational knowledge, and the potential need for agility into the design of these processes?

_____

_____

7. How do you incorporate cycle time, productivity, cost control, and other efficiency and effectiveness factors into the design of these processes?

_____

_____

8. How do you implement these processes to ensure they meet design requirements?

_____

_____

9. What are the key performance measures or indicators used for the control and improvement of your value creation processes?

_____

_____

10. How does your day-to-day operation of these processes ensure meeting key process requirements?

_____

_____

11. How are in-process measures used in managing these processes?

_____

_____

12. How is customer, partner, and collaborator input used in managing these processes, as appropriate?

_____

_____

13. How do you prevent errors and rework, as appropriate?

_____

_____

14. How do you improve your value creation processes to achieve better performance, to reduce variability, to improve products and services, and to keep the processes current with business needs and directions?

_____

_____

15. How are improvements and lessons learned shared with other organizational units and processes to drive organizational learning and innovation?

_____

_____

16. How does your organization determine its key support processes?

_____

_____

17. What are your key processes for supporting your value creation processes?

18.   How do you determine key support process requirements, incorporating input from internal and external customers, partners, and collaborators, as appropriate?

19.   How do you design these processes to meet all the key requirements?

20.   How do you incorporate new technology, organizational knowledge, and the potential need for agility into the design of these processes?

21.   How do you incorporate cycle time, productivity, cost control, and other efficiency and effectiveness factors into the design of these processes?

22.   How do you implement these processes to ensure they meet design requirements?

23.   What are the key performance measures or indicators you use to control and improve of your support processes?

_____

_____

24.   How does your day-to-day operation of key support processes ensure meeting key performance requirements?

_____

_____

25.   How are in-process measures used in managing these processes?

_____

_____

26.   How do you prevent errors, and rework?

_____

_____

27.   How do you improve your support processes to achieve better performance, to reduce variability, and to keep the processes current with business needs and directions?

_____

_____

28.   How are improvements and lessons learned shared with other organizational units and processes to drive organizational learning and innovation?

29. How does your organization ensure adequate financial resources are available to support your operations?

30. How do you determine the resources needed to meet current financial obligations?

31. How do you ensure adequate resources are available to support major new business investments, as appropriate?

32. How do you assess the financial risks associated with your current operations and major new business investments?

33. How do you ensure continuity of operations in the event of an emergency?

Army Areas of Interest – RESULTS

1.   What are your current levels and trends in key measures or indicators of product and service performance that are important to your customers?

_____

_____

2.   How do these results compare with the performance of your competitors and other organizations providing similar products and services?

_____

_____

3.   What are your current levels and trends in key measures or indicators of customer satisfaction and dissatisfaction?

_____

_____

4.   How do these results compare with the customer satisfaction levels of your competitors and other organizations providing similar products and services?

_____

_____

5.   What are your current levels and trends in key measures or indicators of customer-perceived value, including customer loyalty and retention, positive referral, and other aspects of building relationships with customers, as appropriate?

6. What are your current levels and trends in key measures or indicators of financial performance, including aggregate measures of financial return and economic value or budgetary measures, as appropriate?

7. What are your current levels and trends in key measures or indicators of worker performance and effectiveness?

8. What are your current levels and trends in key measures of employee learning and development?

9. What are your current levels and trends in key measures or indicators of employee well-being, satisfaction, and dissatisfaction?

10. What are your current levels and trends in key measures or indicators of the operational performance of your key value creation processes? (Include productivity, cycle time, partner performance, and other appropriate measures of effectiveness and efficiency.)

11.   What are your current levels and trends in key measures or indicators of the operational performance of your other key process?

12.   What are your results for key measures or indicators of accomplishment of your organizational strategy and action plans?

13.   What are your results for key measures or indicators of ethical behavior and of stakeholder trust in the senior leaders and governance of your organizations?

14.   What are your results for key measures or indicators of breaches of ethical behavior?

15.   What are your current findings and trends in key measures or indicators of fiscal accountability, both internal and external, as appropriate?

16.   What are your results for key measures or indicators of regulatory and legal compliance?

_____

_____

17.   What are your results for key measures or indicators of organizational citizenship in support of your key communities?

_____

_____

Army Contracting Operations Review
Special Areas of Interest

1. How have you applied the DoD Policy on the Proper Use of Non-DoD Contracts (establish internal policy, communicate that policy, track its use, etc.)?

2. How are your COR team's corrective action plans (CAPs) being used to improve your contracting processes?

3. Have you implemented the use of the Army's new Source Selection Guide? How do you know it is being followed?

4. How many Engineering Change Proposals (ECPs) have you received last year and how were they processed?

5. Do you have any secure environment contracting? What is the dollar value?

COR Program
Staffing Concept

	MACOMs	CONTRACTS	PERCENT	VOLUNTEERS
1	U.S. ARMY CONTRACTING AGENCY	59692	40.96%	37
2	U.S. ARMY INTEL & SECURITY CMD	988	0.68%	1
3	U.S. ARMY MEDICAL COMMAND	10977	7.53%	7
4	U.S. ARMY CORPS OF ENGINEERS	19563	13.43%	12
5	U.S. ARMY MATERIEL COMMAND	29995	20.58%	19
6	US ARMY MILITARY SDDC	261	0.18%	0
7	US ARMY SMDC	576	0.40%	0
8	NATIONAL GUARD BUREAU	23666	16.24%	15
	Total	145718	100%	91

Seven Team Members X 13 Visits = 91

Army Contracting Operations Review

COR Program

Activity Level - Areas of Interest

- Source Selection Process
- Quality of Requests for Proposals
- Career Management
- Government Purchase Card
- Small Business
- Ethics
- Contingency Contracting
- Contract Administration
- Acquisition Strategies

COR Program

Site Visit Metrics

- Organization prepared and participative
- Contract Reviews
  - Risk (organization risk of criticism)
  - Commendation (Over and above what is required)
  - Observation (Evidence of positive/negative actions or trends; may include recommendation)
  - Findings (Violation of statute or regulation or a trend that unnecessarily risks efficient and effective operations – must have actionable recommendation)
- Overall qualitative comments
- Overall evaluation
  - Overall improving trend by MACOM
  - Overall rating by DASA (P&P)

Army Contracting Operations Review